

STATE CONTROLLER'S OFFICE  
21<sup>st</sup> CENTURY PROJECT  
P. O. BOX 942850  
Sacramento, CA 94250-5878

21<sup>st</sup> Century Project Letter #08-004

DATE: June 9, 2008

TO: Agency Secretaries/Department Directors

FROM: Don Scheppmann, Project Executive  
21<sup>st</sup> Century ProjectRE: **21<sup>st</sup> Century Project – Nomination of Department Project Sponsor and Coordinator**

The 21st Century Project (Project) is a collaborative statewide effort to replace the State of California's outdated human resource and payroll systems. The Project is a joint effort of the State Controller's Office, the Administration and key business partners. The Project will provide management with enhanced human resources processes, tools and information; offer State employees online access to their information; and lead the State of California's technology in the 21<sup>st</sup> Century.

The new system will be implemented with a pilot and two deployment waves anticipated to begin in late 2009. To begin preparing for deployment and go-live (implementation), the Project Deployment team will work with departments to establish partnerships nine to 12 months prior to their go-live date. The Project Deployment team will work with your department to build, train and support an internal Department Support Team (DST) that will guide your department through a successful go-live. We are asking for departmental resources to work within your department to staff this team. Your department's involvement in these activities will ensure a smooth transition to the new system. Each department is asked to assign a Project Sponsor and a Department Support Team Coordinator. The Department Project Sponsor will ensure leadership support while the DST Coordinator will coordinate the deployment efforts within each department.

At this time, the nomination of your Department Project Sponsor and DST Coordinator is requested. Before nominating your Department Project Sponsor and DST Coordinator, please review the attachments that describe expected roles, responsibilities, activities, and estimated time commitments needed from DSTs. The DST Coordinator will be invited to attend one of the DST Kick-off sessions scheduled for June 23 and 24, 2008. On June 25, 2008, an additional meeting is scheduled in Southern California. Although optional, Project Sponsors are also invited to attend one of the DST Kick-off sessions. DST Coordinators must attend this session as valuable information will be provided regarding the initiation of deployment activities.

Please provide the department contact information identified on the attached Department Nomination Information form by **June 17, 2008** (see Attachment Page 1 of 7). Forms may be faxed to the Project at (916) 375-6055. Please provide the attached information to your department sponsor and coordinator nominees so they can enroll to attend one of the DST Kick-Off sessions (see Attachment Page 2 of 7). Information they need to complete the enrollment process is identified on the attachments.

Thank you for your continued support of the Project's effort to transform human resources management for State government. We look forward to working with you in the coming months. If you or your designated Project Sponsor or DST Coordinator have questions, please contact Natalie Clohossey at (916) 373-3719. For additional information about the Project, visit our web site at [www.21stcentury.ca.gov](http://www.21stcentury.ca.gov).

Attachment

Questions, information, past communications: <http://www.21stcentury.ca.gov/>Please send comments to: [21stcentury@sco.ca.gov](mailto:21stcentury@sco.ca.gov)

To enroll and receive Project email notifications, access "Email Link" at the following:

<http://www.21stcentury.ca.gov/listserv/index.shtml>



# 21st CENTURY PROJECT Department Support Teams

## Department Nomination Information Form

Please provide the information identified below for your Department Project Sponsor and Department Support Team Coordinator and fax the information to (916) 375-6055 June 17, 2008.

PROJECT SPONSOR	
Name	
Title	
Phone Number	
Email Address	
Mailing Address	

DEPARTMENT SUPPORT TEAM COORDINATOR	
Name	
Title	
Phone Number	
Email Address	
Mailing Address	



# 21st CENTURY PROJECT Department Support Teams

## Department Support Team Kickoff Meeting

The Department Support Team Kickoff Meeting will:

- Provide an overview of the deployment approach and department related activities, and
- Initiate the beginning of your department's deployment readiness activities.

***It is critical that each DST Coordinator attend one of these meetings.***

### How to enroll in a meeting:

- Enrollment can be completed by accessing the 21<sup>st</sup> Century Web Site at the following location:  
<http://www.21stcentury.ca.gov/meetings/dst.shtml>.
- Enrollment information is due by close of business **June 18, 2008**. Once enrolled, the Department Support Team Coordinator (and/or Sponsor) will receive a confirmation email.
- There are multiple sessions; however the content at each session is the same. Multiple dates and locations are identified below:
- For enrollment questions, contact Courtney Wirwahn at (916) 373-5477 or send an email to [deployment@sco.ca.gov](mailto:deployment@sco.ca.gov)

DATES	LOCATION	WILL ATTEND: DEPARTMENT SPONSOR	WILL ATTEND: DST COORDINATOR
June 23, 2008	Department of Health Services 1500 Capitol Mall – 1 <sup>st</sup> Floor Auditorium, Sacramento 9:30am – 12:00pm		
June 23, 2008	Department of Health Services 1500 Capitol Mall – 1 <sup>st</sup> Floor Auditorium, Sacramento 1:30pm – 4:00pm		
June 24, 2008	21 <sup>st</sup> Century Project Facility 710 River Point Court, Suite 150 West Sacramento 1:30pm – 4:00pm		
June 25, 2008	Lanterman Developmental Center Auditorium 3530 West Pomona Blvd. Pomona 1:30pm – 4:00pm Note: could be rescheduled based on enrollment		



# 21st CENTURY PROJECT Department Support Teams

## Roles for Department Support Teams

The following graphic provides a visual representation of the roles required in the DST. The table below outlines the specific roles and responsibilities of each role within the DST.

<b>Department Project Sponsor</b>	<b>DST Coordinator</b>	<b>HR Professionals</b>	<b>IT Professionals</b>
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ROLES	RESPONSIBILITIES
<b>Department Project Sponsor</b>	<ul style="list-style-type: none"> <li>• Serve as key decision-maker for changes to department policies and procedures</li> <li>• Be an advocate for the Project</li> <li>• Support resource assignments to assist with Project team activities</li> <li>• Resolve issues escalated by the DST Coordinator</li> </ul>
<b>DST Coordinator</b>	<ul style="list-style-type: none"> <li>• Act as primary contact point for the DST and the Project</li> <li>• Authority to make decisions and/or facilitate the decision-making process</li> <li>• Identify and assign department resources to serve on DSTs.</li> <li>• Manage department issues and risks related to deployment, escalate to Department Project Sponsor as necessary</li> <li>• Review tasks and assign resources to complete according to the Guidebook/Deployment Master Task List <ul style="list-style-type: none"> <li>○ Facilitate the execution of deployment checklist activities</li> <li>○ Coordinate department deployment activities</li> <li>○ Determine department readiness through regularly scheduled assessments</li> </ul> </li> </ul>
<b>HR Professionals</b>	<ul style="list-style-type: none"> <li>• Provide HR guidance to the DST members during deployment</li> <li>• Participate in process overviews and showcases</li> <li>• Assess both business process and data readiness and implement any changes that are necessary in preparation for go-live</li> <li>• Assess departmental staff computing skills against prerequisites identified by the Project team</li> <li>• Coordinate training activities, including training registration and attendance monitoring for department users</li> <li>• Participate in testing and data validation activities (as needed)</li> <li>• Gather and submit data as required by the Project team</li> <li>• Coordinate Time Management processes</li> <li>• Prepare for conversion and quiet period</li> <li>• Participate in applicable training activities</li> <li>• Complete all tasks assigned by the DST Coordinator</li> </ul>



# 21st CENTURY PROJECT Department Support Teams

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ROLES	RESPONSIBILITIES
<b>IT Professionals</b>	<ul style="list-style-type: none"><li>• Assess technical readiness and perform changes/upgrades as necessary</li><li>• Participate in testing activities (as needed)</li><li>• Participate in applicable training activities</li><li>• Complete all tasks assigned by the DST Coordinator</li></ul>



# 21st CENTURY PROJECT

## Department Support Teams

Department Support Teams (DSTs) will be established at each department to work with the 21<sup>st</sup> Century Project team to plan, manage and execute deployment activities required at the department level. DSTs will serve as a valuable resource for the Project team and, most importantly, serve as the champion for change within the department. DSTs serve as an integral part to the success of the Project. The following table outlines the major activities in which the DSTs will participate.

### Department Support Team Activities

ACTIVITY	DESCRIPTION
<b>Department Deployment Coordination</b>	Department deployment coordination provides oversight of all the activities listed. DST Project Sponsors and Coordinators play significant roles. They are liaisons for the Project as they report status of action items, communicate to their DSTs and department employees, oversee various assessments and monitor their department's overall readiness for go-live.
<b>Data Collection</b>	<p>Some data elements needed for the new system are not currently available in the existing HR/Payroll systems. The data elements are needed to support accurate payroll in the new system.</p> <p>To assist in the collection of accurate and consistent data, a data collection tool has been developed. DSTs will collect the needed data for the employees and enter this data into the data collection tool.</p>
<b>Data Cleansing</b>	Prior to go-live, incorrect data in the current HR/Payroll systems must be corrected and backlogged transactions must be completed. Accurate data is required for the new system to avoid payroll errors.
<b>Education Sessions</b>	Sessions include showcases that outline some of the more complex tasks required for a successful go-live and introduce DST members to new terms and concepts. Other sessions will provide an overview of the various functionalities being implemented and introduce new terms and concepts specific to the functionalities and new business processes.
<b>Cutover</b>	Cutover is the period of time just before go-live. During cutover, the old business processes and systems are phased out and the new business processes take their place. During this timeframe, HR data will be converted into the new system, the departments will validate data for their employees and transactions will be processed through the new system.
<b>IT Readiness</b>	To ensure successful go-live, each departments' hardware, software and staff must be ready to run the new system. DST IT Professionals will assist their department by assessing hardware and software needed for the new system and by surveying their department's technical readiness.



# 21st CENTURY PROJECT

## Department Support Teams

ACTIVITY	DESCRIPTION
<b>Training Enrollment</b>	In addition to attending training, DST members will assist the Project Training Team with validating proper enrollment and participation of departments' HR staff. HR Professionals that are part of the DSTs will assist in coordinating training activities, such as registration and attendance monitoring for department users.
<b>Pre/Post Implementation</b>	The new business processes being implemented will be part of a cost benefit validation study during and at the conclusion of implementation. Departments will be asked to assess the impact of implementing the new system at their departments. This information will be used to validate the estimated savings of the new system.
<b>Civil Service Classification Assessments</b> (Selected departments only)	Selected departments will be asked to identify qualified, civil service classification subject matter experts (SMEs) to serve on a statewide classification study workgroup. The SMEs will validate the job assessment considerations for the work defined in the business processes of the new system.
<b>Testing</b> (Selected departments only)	Testing verifies and validates that the new system meets requirements and helps achieve quality by minimizing defects. DST members may be asked to assist with User Acceptance Testing (UAT) of the new system. UAT confirms training, system documentation and usability. In addition, DST members may be asked to validate payroll.



# 21st CENTURY PROJECT Department Support Teams

## Time Commitment

The following graphic provides the level of effort (hours) by DST roles beginning July 2008, fiscal year (FY). The hours identified for the activities are *estimates* based on a department size of 300 employees. The timeline indicates when the activity will occur along with the estimated hours required to complete an activity.

Note: The activities listed at the bottom of the graphic are for selected departments only.

### Timeline and Estimate of Hours (Department with 300 employees)

DST Roles Activities	FY 2008/09				FY 2009/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>DST Coordinator</b>								
Events	10 Hours		24 Hours		4 Hours			
Deployment Management	384 Hours (32 Hours/monthly)				40 Hours/monthly for 90 days post Go-live			
<b>HR Professional</b>								
Events	10 Hours		24 Hours		12 Hours			
Deployment Management	40 Hours							
Data Collection	48 Hours #	24 Hours #	30 Hours #			50 Hours * #		
Data Cleansing					120 Hours * #			
Cutover						40 Hours * #		
Training						72 Hours *		
Training Enrollment						100 Hours *		
<b>IT Professional</b>								
Cutover					10 Hours *	10 Hours *	10 Hours *	10 Hours *
IT Readiness	80 Hours				40 Hours			
<b>Multiple Roles</b>								
Training						40 Hours *		

### Selected Departments Only

DST Roles (Selected Departments only)	FY 2008/09				FY 2009/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>DST Coordinator</b>								
Testing	20 Hours							
<b>HR Professional</b>								
Classification Study		220 Hours *						
Testing	160 Hours							
<b>Multiple Roles</b>								
Testing				80 Hours				

#### Key:

\* Task completed by department's go-live date

# Activity is based on department size of one resource per 300 employees

Events are showcases and concept sessions lasting 2-4 hours each.

GO-LIVE  
Civil Service Pilot  
(09/09)

GO-LIVE  
Civil Service 1  
(12/09)

GO-LIVE  
Civil Service 2  
CSU 1  
(06/10)